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Operating Policies and Procedures

Revised March 10, 2010

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1. Purpose & Applicability

This document sets forth the policies and procedures governing the Industry Advisory Council's Shared Interest Groups (SIGs). The Industry Advisory Council (IAC), founded in 1989, is an advisory body to the American Council for Technology (ACT). ACT was established in 1979, to promote the partnership between government and the information technology industry.

The purpose of the SIGs is to develop and maintain forums for the open exchange of information among the IAC member companies, both within and among SIGs, the IAC membership and the government IT community. Changes to these policies and procedures are subject to approval by the IAC Executive Committee (IAC EC). The IAC Vice Chair at Large and the ACT-IAC Executive Director are responsible for interpreting these policies and procedures and ensuring compliance. This includes the election procedures and removal for cause for the individual SIG Chairs and/or SIG Vice Chairs.

2. Mission and Principles

The SIGs exist to provide an objective, vendor-neutral and ethical forum to address information technology issues of common interest to government and industry. The SIGs' primary focus is to provide a forum for dialogue through the creation of content that helps public servants better address the changing challenges in delivering quality products and services to their customers and ultimately the American citizens they serve.

SIGs shall operate in accordance with the following general principles:

- a. Issues on the SIG agenda are to be based upon the high priority issues on the federal government's agenda as determined by ACT and IAC SIG Leadership.
- b. SIG products may include best practices, ethics, performance measures and strategies affecting government IT acquisition and management, technology trends and policy alternatives. SIGs shall generally not take positions on legislative issues without the explicit approval of the ACT-IAC Executive Director. SIGs are encouraged to develop a repository of best practices, lessons learned from federal, state and/or local levels of government, international and commercial areas as well as to help inform public sector executives in their research and decision-making processes.
- c. SIG products and activities shall be vendor, product and technology neutral.
- d. The SIG forum will be objective, professional, ethical, transparent and open to all interested parties.
- e. SIG participants shall not use the SIG as a sales or business development forum.
- f. Each SIG will establish a Government Advisory Panel (GAP) of approximately 6-12 government executives who have the expertise to advise the SIG on such topics that will help them better address the top priority initiatives they face. Invitations will be vetted with the Vice Chair at Large who will inform the Executive

- Committee and recommend to the ACT Board before issuance. Invitations will be for a one-year period and invitations will be sent from the ACT Board.
- h. The Vice Chair at Large will consult annually with the ACT Board of Directors and other invited representatives, who will serve as an Executive Advisory Panel to the SIGs, and will share their opinions on the challenges facing the federal IT community and determine how the SIGs can be most effectively structured to respond to those challenges.
 - i. SIGs are created, transformed and retired as topics of interest build or decrease in level of importance to the government executives and/or members of the IAC. The SIG Program is designed to be flexible and responsive to the new, emerging management and technological developments in the public sector.

3. Guidelines for Ensuring Adherence to SOPs

3.1. *Communication and Availability*

IAC operating principles should be:

1. Regularly reviewed and accepted by the SIG Leadership (e.g., annually)
2. Well-communicated to new SIG Leaders (distributed and discussed after SIG elections)
3. Readily available to all IAC members (via prominent location on SIG home page)

3.2. *Annual Reviews*

Each SIG should review the SOPs at the beginning of the election year to instill the principles. In January of each year, a SOP review should be included as part of each SIG's annual kick-off meeting. The Manager, Shared Interest Groups should monitor compliance throughout the year.

At the end of the election year, the SIG Officers and the Manager, Shared Interest Groups should review the SIG SOPs to determine if any modifications are necessary.

3.3. *Collaboration and Reinforcement*

In addition to reviews, the Vice Chair at Large should conduct bi-monthly SIG Leadership meetings. These meetings serve to keep the SIG Leads and the Vice Chair at Large abreast of organizational developments and activities, and a forum for the SIGs to dialogue on issues pertaining to the SIGs. An agenda of the meeting will be sent to the SIG Leadership at least one week in advance of the meeting.

4. Setting the SIG Agenda

While the ACT Board/IAC EC lead the Strategic Planning process; the Executive Government Advisory Board (EGAB) always plays a critical role.

4.1. **As Part of IAC Strategic Planning**

- When the IAC EC (e.g., IAC Chair and assigned Vice Chair at Large) takes office on July 1st of each year, they should have a subsequent meeting to set the agenda for the upcoming IAC year. See [§ 4.4](#) of this document for the “Setting the SIG Agenda” process chart.
- The IAC Strategic Plan and SIG Structure for the upcoming year are announced annually at the IAC Executive Leadership Conference (ELC), typically held in October of each year.
- Once the IAC agenda/strategic plan is developed, existing SIG Chairs can map their own agendas to it. An example of *mock* IAC strategic goals is in Attachment E.
- After SIG Officer elections for the Chair and Vice Chair positions are held in December, all new SIG Officers should meet in early January to perform a “temperature check” on the existing SIG agenda and make sure they feel comfortable with it. If they have any issues with the existing SIG agenda, they should discuss the issues with the Vice Chair at Large.
- A written working SIG Agenda with as much GAP input as possible and vetted by the Vice Chair at Large, Executive Director, and ACT Board should be completed no later than the end of January.
- The final written SIG Agenda should be completed no later than the end of February after consultation with new GAP..
- Throughout the year as items of interest arise, the SIG, in agreement with their GAP, the Vice Chair at Large, Executive Director, and ACT Board (where major changes are involved) may make changes to their agendas for the year.

4.2. **Government Involvement (Government Advisory Panels)**

SIG Government Advisory Panels (GAPs) should play a major role in developing the overall agenda for its SIG. The ACT Board and IAC EC will take the lead in identifying strategic issues and will create a list of technology and technology management issues that are relevant and timely to government.

Once the list is created, the SIG should share the priority list with their GAP. The GAP may recommend highlighting certain issues from the list for inclusion in the SIG’s agenda for the upcoming year. They may also add specific topics to the agenda that are tailored to the SIG’s specific area of expertise.

4.3. Creating, Changing and Discontinuing SIGs

Responsibility for creating, changing and discontinuing SIGs shall rest with the IAC EC. See [§ 4.4](#) of this document for the “SIG Realignment (as part of Strategic Planning)” process chart.

The Vice Chair at Large shall annually review the existing SIG structure to ensure that it meets the needs of government and the organization. If changes to the SIGs are needed, the Vice Chair at Large will recommend such changes to the IAC EC as may be appropriate. In conducting this review, input shall be obtained at a minimum from the IAC EC, the SIG government advisory panels, and the SIG leadership. Based on this input, the Vice Chair at Large will prepare a set of recommendations for the IAC EC to consider. These recommendations are due at the IAC EC meeting prior to the Executive Leadership Conference (ELC). The SIG structure for the following year shall be announced annually at ELC.

A measure of a SIG’s relevance is its level of activity. If the SIG is very active, but its focus area is not aligned with ACT Board strategic goals, the SIG is given the period from October to December to talk with the IAC EC and the SIG’s GAP and realign itself within the SIG framework for the following year. If the SIG fails to realign itself, it will be placed in “receivership.”

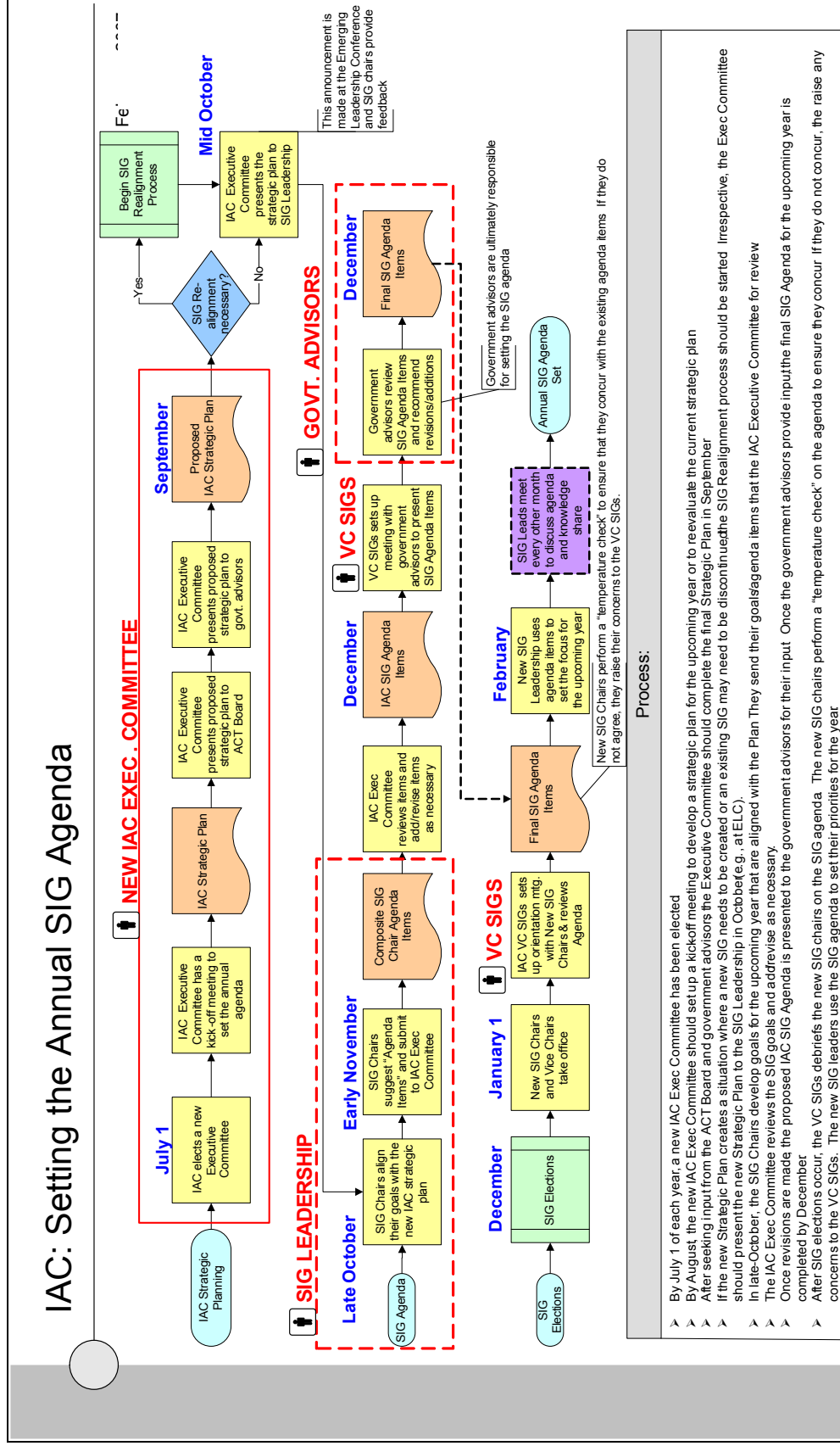
A SIG will also be placed in receivership if it and its committees have failed to meet for 4 consecutive months.

In deciding to discontinue a SIG, the IAC EC will specify a transition period that will allow the SIG to close out or transfer any ongoing projects and initiatives. The transition period will not exceed one year.

After strategic planning is completed, issues may arise throughout the course of the year that serves as a catalyst for creating a new SIG. See [§ 4.4](#) of this document for the “SIG Creation (not stemming from Strategic Planning)” process chart.

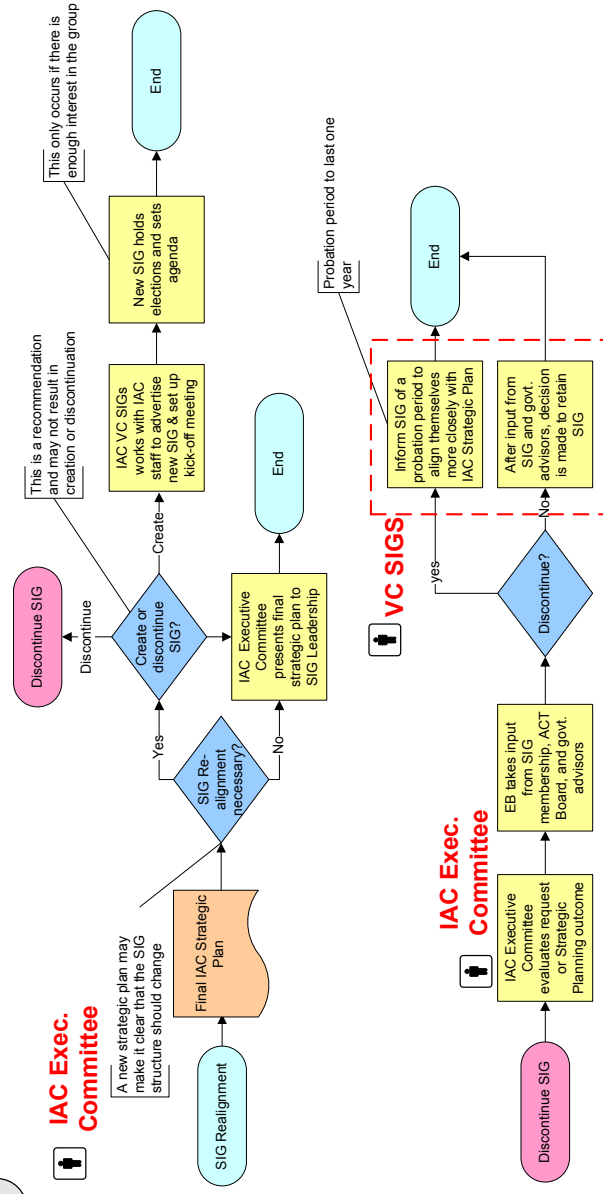
IAC SIG Standard Operating Procedures (SOPs)

4.4. SIG Agenda & SIG Creation Process Charts



IAC SIG Standard Operating Procedures (SOPs)

IAC: SIG Realignment (as part of IAC Strategic Planning)

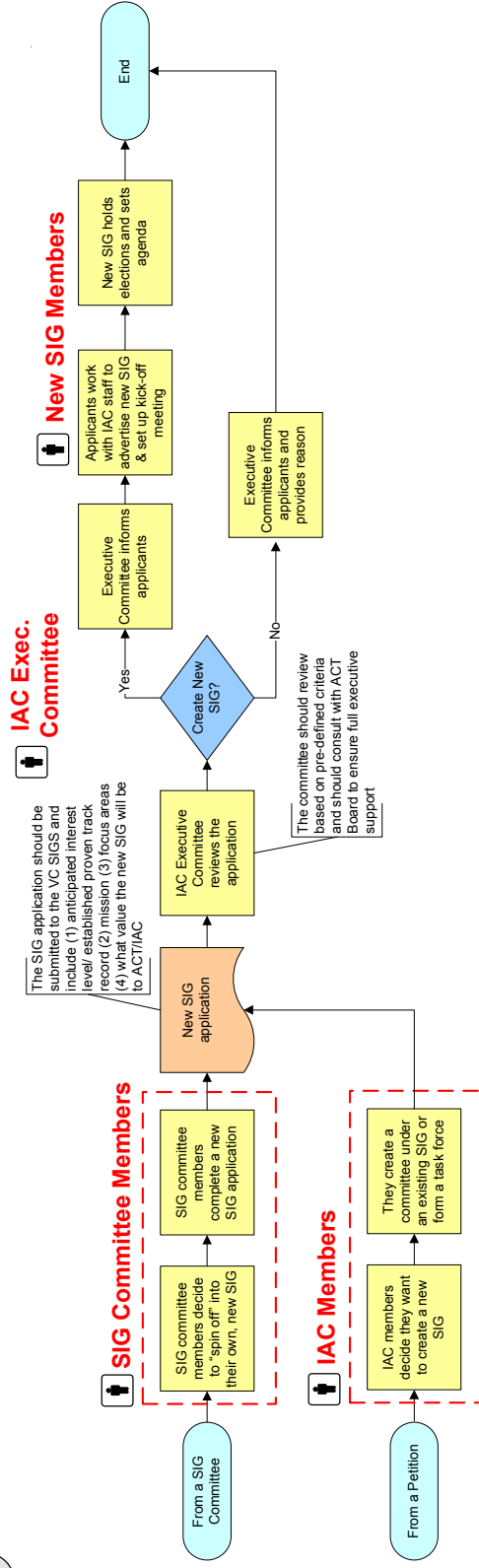


Process:

- Once the strategic plan is finalized, it may be apparent that the overall SIG structure needs to change. A new SIG may need to be created or an existing SIG may need to be discontinued.
- If the IAC Executive Committee makes a recommendation for a new SIG to be created, they will work with the IAC staff to advertise the new SIG and set up a kick-off meeting.
- If the IAC Executive Committee makes a recommendation for an existing SIG to be discontinued, they will discuss it with the ACT Board and the govt. advisors to the SIG before making any final recommendations to the SIG membership itself.
- If the final recommendation is for discontinuation of the SIG, the SIG will be put on a one year probation period to align themselves more closely with the IAC strategic plan.

IAC SIG Standard Operating Procedures (SOPs)

IAC: SIG Creation* (not stemming from Strategic Planning)



* In order IAC members to create a new SIG, the proposed members need to demonstrate their commitment for one year—this is typically done by either (1) being a committee under an existing SIG or (2) creating a task force.

Process:

- If an existing SIG committee decides they want to "spin off" to form a new SIG, they complete a new SIG application
- If IAC members decide that a new SIG should be created, but aren't currently working as a committee or task force, they need to establish one. They must establish a committee or task force to demonstrate their commitment.
- After a committee or task force has existed within the IAC SOPs for one year, they may petition IAC by completing a new SIG application.
- IAC Executive Committee reviews the application based on pre-defined criteria and consults with ACT Board prior to making a decision.
- If the application is rejected, the Executive Committee informs the applicants and provides a reason.
- If the application is accepted, the applicants work with the IAC staff to advertise for the committee and set up a kick-off meeting.
- At the beginning of the new SIG year, the SIG is established, elections occur, and an agenda is set.

5. SIG Governance, Leadership Structure, and Advisory Panels

5.1. Governance – Vice Chair at Large

Primary responsibility for overseeing and facilitating the activities of the SIGs shall rest with the IAC Vice-Chair at Large, as designated by the IAC Executive Committee Chair, who shall represent the interests of the SIGs in all IAC EC matters. The designated Vice Chair at Large:

- Will be responsible for ensuring that all SIG activities are carried out in accordance with ACT-IAC policies and procedures.
- Will provide the executive leadership and governance needed to ensure that the SIGs achieve their agreed-to assignments and foster open communications and cooperation between government and industry personnel in all SIG-related activities.
- Will, from a day-to-day operations perspective,
 - ⇒ Conduct periodic assessments of SIG initiatives
 - ⇒ Promote inter-SIG activities
 - ⇒ Collaborate with ELC and MOC Program executives to ensure maximum SIG contribution and participation
 - ⇒ Evaluate results and report as required to the IAC EC
 - ⇒ Review and approve all SIG produced white papers
 - ⇒ Review SIG budget and expenditure requests if a SIG is requesting a funds commitment from IAC
 - ⇒ Evaluate and recommend to the IAC EC the establishment, major change in or dissolution of a SIG
 - ⇒ Provide strategic direction on the formation and activities of the SIGs
 - ⇒ Document both the annual plans for each SIG and their accomplishment for reports deemed appropriate by the Vice Chair at Large
- The Vice Chair at Large will work with other IAC Vice Chairs to ensure proper coordination and integration across programs.

5.2. Governance – Shared Interest Groups Staff Contact

The Shared Interest Groups staff contact will support the leadership and members of the SIGs by providing administrative support, ensuring that the SIGs are operating in accordance with the standard operating procedures and working to ensure that SIG activities are properly integrated with the organization's objectives and strategies. Responsibilities include ensuring that SIG products are managed efficiently and effectively. The Shared Interest Groups staff contact reports to the Director of Membership and Marketing.

Specific duties and responsibilities include the following:

- Assist the SIGs individually and collectively to meet their goals and objectives.
- Help plan and attend SIG meetings.
- Ensure that all SIG meetings are documented and summaries with outcomes are posted to the website.

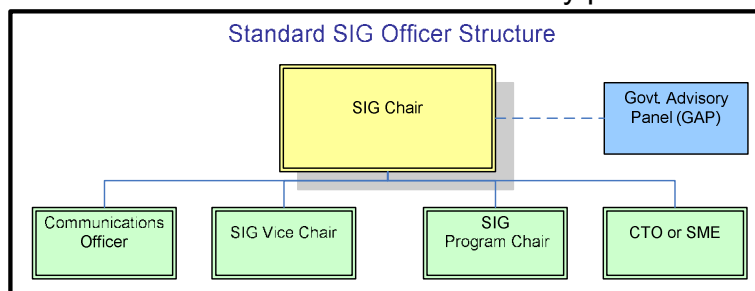
- Coordinate between the various SIGs to create synergy and partnerships where appropriate.
- Oversee the publication of SIG news and events
- Attend Program Committee meetings and help the IAC EC coordinate IAC wide events and programming as related to SIGs.
- Maintain accurate financial records for all aspects of the program in conjunction with the Executive Director and IAC Vice Chair at Large.
- Work with a team to execute ongoing SIG membership events and the IAC Membership Meetings. This includes:
 - Identifying, negotiating and selecting event locations
 - Drafting events announcements and managing the RSVP process
 - Reviewing the content and format of meeting materials
 - Preparing printed materials
 - Assisting speakers and ensuring presentations are received in advance, are available at the event, and are posted to the website
 - Managing onsite registration and onsite meeting support
 - Maintaining database concerning event attendance
 - Respond to calls from event participants throughout the process
- Ensuring that the objectives of each task are managed according to budget and that all major milestones are accomplished on time.

5.3. **SIG Officer Structure**

While each SIG may have a slightly different structure based on unique needs, the standard structure of a SIG is:

- Chair
- Vice-Chair
- Program Chair (who coordinates SIG activities with the IAC Program Committee)
- Communications Officer (optional)
- CTO or SME (optional)

The Chair and Vice Chair are mandatory positions that must be elected.



5.4. **Committee Officer Structure**

The leadership structure of SIG committees should mirror the structure of the SIG.

5.5. Responsibilities of SIG Officers

The responsibilities of the SIG officers include the following:

SIG Officer	ID	Primary Responsibilities*
Chair	1	Recommend the GAP members after the vetting process that is described in § 5.6,
	2	Lead SIG efforts to prepare annual and agenda plans for the SIG.
	3	Preside at all meetings of the SIG, which should occur monthly, but not less than bi-monthly.
	4	Ensure that SIG work products and activities are produced on time and in accordance with ACT-IAC policies and procedures.
	5	Ensure that SIG activities are implemented in accordance with the budget.
	6	Ensure that ACT and IAC leadership is aware of all SIG activities.
	7	Coordinate with the Vice Chair at Large on a regular basis.
	8	Ensure that all committee members are achieving their SIG goals and objectives.
	9	Represent the SIG in a vendor-neutral manner.
	10	Ensure that a list of attendees is generated at each SIG and committee meeting and ensure that minutes are captured at each SIG meeting. The list of attendees and minutes should be provided to the ACT-IAC office within 10 days.
	11	Promote broad participation from across IAC.
	12	In the absence of a Communications Officer, the Chair shall perform those duties.
Vice Chair	13	Act for the Chair in his or her absence
	14	Coordinate all SIG and SIG committee activities.
	15	Coordinate all cross-SIG activities
	16	Carry out such other activities as may be requested by the Chair.
	17	Perform the responsibilities in the absence of a Program Chair
Communications Officer	18	Ensure that copies of all minutes are provided to the ACT-IAC office,
	19	Maintain the official records of the SIG (mission statement, agenda, work products, etc.) and ensuring that copies of all records are provided to the ACT-IAC staff.
	20	Ensure contact information for the SIG membership is updated in the ACT-IAC portal.
	21	Ensure that SIG members are notified of meetings and those members receive all correspondence necessary to the conduct of SIG business by sending messages via the IAC portal.
	22	Ensure that copies of all SIG work products are posted to the ACT-IAC portal.
	23	Communicate all membership issues to the Chair.
Program Chair	24	Establish and maintain a schedule for all SIG programs and events.
	25	Serve as the SIG liaison to the Program Committee and ensure that SIG activities are properly coordinated with the Program Committee.
	26	Ensure that SIG events are conducted in accordance with IAC policy and budget.

* These are representative of primary responsibilities not intended to be all encompassing.

5.6. Guidelines for Government Participation in SIGs

While each SIG may have government members of their respective committees, some government members may serve in the role of “Government Advisor.”

Government Advisory Panels (GAPs)

In addition to elected and appointed officers, each SIG will have a Government Advisory Panel (GAP) composed of approximately six to twelve government executives with an expertise and/or interest in the issues being addressed by the SIG.

GAP Participant Vetting Process

The ACT Board of Directors maintains the responsibility for formally inviting GAP members, reviewing, and/or supporting their activities. This includes encouraging appropriate GAP candidates to accept the position and fulfill the responsibilities accompanying that acceptance. Most GAP members will be nominated by the SIG leadership with input from their SIG members. In addition, ACT may reach beyond the SIG recommendations and invite other executives to be GAP members where appropriate to do so.

Each SIG Chair will provide the Vice Chair at Large information on each nominee for appointment to that SIG’s GAP. The Vice Chair at Large will review the nominations to ensure there is no unintended overlap, and then submit the nominations to the ACT Board for consideration. Following approval by the ACT Board nominees will be invited to participate on the GAP by the ACT Board. The invitation from the ACT Board will include any SIG requested description unique to the SIG for which they are being invited to participate. It will also outline the expectations of their role as a SIG GAP member, which are described in general in section 4.2 and 5.6. In the event that the ACT Board does not approve a nomination, the SIG Chair may appeal the decision to the Vice Chair at Large and the Executive Director of ACT-IAC. The Vice Chair at large and the Executive Director of ACT-IAC will then bring the appeal to the ACT Board for reconsideration. Should the ACT Board reaffirm their disapproval of the nomination, then the decision will stand.

The ACT Board may also provide a list of suggested nominees to serve as a member of a SIG GAP to the Chair and Vice Chair of the respective SIG with appropriate information on the suggested nominee. The SIG Chair and Vice Chair will review the information on the suggested nominee and either approve or disapprove the nominee. In the event that the Chair and Vice Chair disapprove the nominee, they will inform the Vice Chair at Large and the Executive Director in writing as to the reason of the rejection. The ACT Board reserves the right to over-ride the SIG.

The following timeline outlines the schedule of GAP nomination at the beginning of a SIG term.

- a. October 15 – SIG structure for coming year submitted to ACT Board.
- b. November 15 – January 15: The ACT Board may make recommendations of government executives for membership on the GAPs of the SIGs. During this same period, the SIGs will review the members of their respective GAPs and begin developing recommendations for GAP membership during the following year.
- c. ACT Board recommendations, if any, for GAP membership will be provided to the Chair and Vice Chair of each SIG for which the ACT Board is making a recommendation. The ACT Board recommendations, if any, will be provided to those SIGs for which recommendations are being made no later than January 15. If, by January 15, a SIG's Chair has not been informed of any ACT recommendations for membership on the SIG's GAP, the SIG may assume that the ACT Board has no recommendations for that SIG.
- d. Not later than January 22, each SIG shall provide to the ACT Board information on each nominee to membership on that SIG's GAP for a term beginning February 15 of that year and continuing through February 14 of the following year.
 - i. If the ACT Board has recommended a government executive for membership on the SIG's GAP, that government executive will be considered to be included in that SIG's GAP member nominations unless the SIG specifically states, in writing, that the government executive is not being nominated for GAP membership.
 - ii. If the SIG determines not to nominate a government executive recommended by the ACT Board, it shall provide the Vice Chair at Large and Executive Director in writing with reasons for declining to nominate the executive recommended by the ACT Board. The Board reserves the right to over-ride the SIG.
- e. In the event that the ACT Board (1) does not approve one or more GAP members nominated by a SIG and/or (2) determines that an ACT Board GAP nominee not approved by a SIG should be a member of that SIG's GAP, it shall promptly notify the Chair of the affected SIG, in writing, of its decision and the basis of the ACT Board's decision.
 - i. If a SIG's leadership disagrees with the ACT Board's decision to not approve a GAP member nomination or renew a GAP member nomination, the SIG's leadership will, within 10 days of being information of the ACT Board's decision, consult with the Vice Chair at Large and the Executive Director in an attempt to resolve the issue.
 - ii. If, following such consultation, the issues are not resolved, the SIG leadership may file request for reconsideration to the ACT Board. If the ACT Board reaffirms its decision on the nominations following the SIG's request for reconsideration, the decision will be final.
- f. The process for GAP member nominations, approval of nominations by SIG leadership and the ACT Board, and any appeals and/or reconsiderations outline above shall be undertaken so that invitations to GAP membership and

acceptances of those invitations will be completed not later than January 30th of each year.

- i. The ACT Board will notify the Chair of a SIG of that date on which it sends an invitation to each government executive being invited to be a member of that SIG's GAP so that the SIG may contact that nominee to encourage participation.
- g. If, during the period after February 15 of a year and continuing through February 14 of the following year, a member of a SIG's GAP resigns as a member, the SIG may fill the resulting vacancy on its GAP following 15 calendar days notice to the appropriate IAC Vice Chair and the IAC Executive Director, such replacement GAP member to serve the balance of the resigning GAP member's term.

GAP Participant Guidelines

The following guidelines describe the role of GAP participants.

- Each GAP member shall serve for a one year term to coincide with the SIG program year and will be selected and notified by January 30th.
- Each GAP shall meet at least twice annually (in person or via conference call).
- A GAP may meet more frequently as needed.
- GAPs will be invited to participate in the development of the annual ACT strategic agenda.

6. SIG Officer Nomination & Election Procedures

6.1. *Nomination Procedure for Chair and Vice Chair*

Nomination Timeline Summary		
Date/Timeframe	Who?	Activity
No later than the 2 nd Monday following ELC	VC at large	Call for nominations for SIG Chair and Vice Chair positions from the IAC membership-at-large
No later than 5 PM on Nov. 20	IAC Membership	Nominations are due
Within 3 days after the nomination is received	ACT-IAC Office	Ensures the nominee and his/her company are “current” with all obligations
Within 5 business days of acceptance the ACT-IAC staff	ACT-IAC Office	Provide each SIG member company the names of the nominees, along with a written statement and biographical summary for each candidate

No later than the 2nd Monday following ELC, the Vice Chair at Large shall call for nominations for the Chair and Vice Chair positions of the SIG from the IAC membership at large. Nominations are due to the ACT-IAC office by no later than 5:00 PM on November 20th. The ACT-IAC office will ensure the nominee and his/her company are “current” with all obligations to the organization and respond within 3 business days. Within 5 business days of acceptance ACT-IAC staff will provide each SIG member company the names of the nominees, along with a written statement and biographical summary for each candidate that s/he will serve, if elected.

6.2. *Election Procedure for Chair and Vice Chair*

A special election meeting of the SIG will be held during the first two weeks of December for the purpose of electing a Chair and Vice Chair. This meeting should be held in person and not via teleconference or virtually. Each candidate for Chair and Vice Chair will be allowed to make a brief oral statement prior to the distribution of ballots. Candidates need not be present to be elected. Voting shall be conducted by secret ballot. Only one-vote per member-company is allowed, as detailed in the Bylaws of IAC. *Absentee ballots and write-in candidates are not permitted.* The result of the election will be tallied during the meeting by an ACT-IAC staff member and the results announced at the meeting. The person receiving a plurality of the votes for each office shall be elected. In the event of a tie vote, a run-off vote will be conducted between the two leading candidates in the same manner. The ACT-IAC staff will deliver the results of the election to the Vice Chair at Large and will post the election results on the ACT-IAC portal within 24 hours. Officers assume position on January 1st.

6.3. *Nomination and Election Procedures for Other SIG Officers*

Other positions can be appointed by the SIG Chair or they can be elected, as preferred by each SIG.

6.4. *Restriction on Term of Office*

Officers of a SIG shall be elected for a one-year term by vote of the SIG membership (SIG membership is defined as those IAC members who are participants in SIG activities by attending one or more of the SIG-sponsored meetings within the last 12 months). No person shall be eligible for election for more than two consecutive full terms in the same office. SIG leadership positions will run from January 1st to December 31st.

6.5. *Vacancies*

In the event of a vacancy for the Vice Chair, the SIG Chair may appoint a replacement, subject to approval by the IAC EC, to fill out the balance of the term. If the Chair vacates office prior to the end of the term, then the Vice Chair will assume the position of Chair for the balance of the term. If both Chair and Vice Chair vacate their positions, then the remaining active members of the SIG will submit a list of nominees to fulfill the balance of the term to the Vice Chair at Large. A special election to fill these positions will then be held.

7. SIG Participation

7.1. *IAC Members*

- SIG membership is open to IAC members in good standing.
- Participation in IAC SIGs may be noted as a professional accomplishment in a person's resume or CV.
- A person may not use their SIG affiliation or the IAC name or logo to implicitly or explicitly endorse another organization's products or events.
- SIG members who identify their IAC affiliation to non-ACT-IAC groups must agree to communicate positions and policies that are consistent with those of ACT-IAC, or otherwise concurrently disclaim ACT-IAC association with, or knowledge of, those policies and positions.
- IAC members participating in a conference, as a result of their role in IAC, are permitted to list their IAC or IAC SIG affiliation, provided that company affiliation is also stated. This applies whether the participation is as a plenary speaker, a panelist or as a member of an advisory board, IAC members participating in awards programs, as a result of their role in IAC, should use both their IAC or SIG, and company affiliations, as with conferences.

7.2. *Non-IAC Member Participation in SIGs*

Non-government/non-IAC members can attend meetings of a SIG or its committees, but they should contact the ACT-IAC office before doing so. While these non-government/non-IAC members may participate in SIG and SIG committee meetings, they cannot participate in activities such as drafting of white papers, inviting speakers, etc., and

their participation will be limited to a reasonable time period prior to making a decision to join IAC.

8. SIG Activities, Operations, and Budget

8.1. Key Activities

Each SIG is expected to undertake such projects and initiatives as may be relevant to the issues on the SIG agenda. While the actual products produced will be unique to each SIG, each SIG is expected to produce the following products:

General Timeframe	Activities
The end of February	An agenda that identifies: <ol style="list-style-type: none"> (1) the issues to be addressed (2) key activities (3) anticipated deliverables (4) a schedule of events.
On or about June 1	<ul style="list-style-type: none"> • A status report on its progress to date. • Upon request, a brief the IAC EC and/or ACT Board.
On or about October 15	A final report on the SIG's activities and accomplishments during the past year and plans for the ensuing year. Issued by the Vice Chair at Large

SIGs will also be expected to assist in developing programming for Executive Leadership Conference (ELC) and the Management of Change (MOC) conference, as needed.

8.2. Operations

Each SIG is expected to meet at least once monthly and no less frequently than bimonthly. The SIG Chair shall preside over such meetings unless he or she is absent. In that instance the SIG Vice Chair shall preside. Each meeting shall include a report on key SIG activities including the activities of each SIG committee. The Communications Officer shall keep minutes of each meeting. If there is no Communications Officer, the Chair shall be responsible for ensuring that minutes are kept. These minutes shall identify those persons present, the issues discussed and any decisions made.

The ACT-IAC staff shall provide administrative support to each SIG. SIG meeting minutes and attendee lists are the responsibility of the Communications Officer or the SIG Chair in absence of the Communications Officer.

8.3. Frequency of SIG Meetings

There are many different types of SIG meetings, and how often a SIG meets may vary. With that said, there are recommendations for meeting frequency that encourage participation, planning, momentum, and better outcomes (e.g., better programs and deliverables).

If a SIG and/or its committees do not meet for four consecutive months, then the SIG and/or committee will be placed in automatic receivership by the Vice Chair at Large.

Meeting Type	Suggested Frequency	Venue
SIG <u>Officer</u> Meeting	Once a month but no less than once every two months	Face-to-face, with con call option, Web 2.0
SIG <u>General Membership</u> Meeting	At least quarterly	Face-to-face, with con call option, Web 2.0
SIG <u>Committee Officer</u> Meeting	Once a month but no less than once every two months	Face-to-face, with con call option, Web 2.0
SIG <u>Committee General Membership</u> Meeting	At least quarterly	Face-to-face, with con call option, Web 2.0
<u>Work Group Meeting/ Task Force</u> (e.g., work product, event planning, special issue)	As needed, for working group to complete their task	Face-to-face, con call, WIKI, email, Web 2.0
<u>GAP</u> Meeting	As needed	Face-to-face, con call, email, Web 2.0

Some meetings may be combined to meet the needs of several audiences.

8.4. SIG Work Products (White Papers, Panels, & Other Documents)

Summary

This section specifies the high-level principles for white papers, panels, and collaborative documents.

- White papers and panels should be “neutral”—they should not reflect one company or product.
- White papers should be reviewed and “signed-off” on by the IAC Executive Director (ED) and Vice Chair at Large. Once the SIG Chair submits the white paper to the IAC ED and the Vice Chair at Large, they have one week to review the document.

Publication Template

Any deliverable product created by a SIG shall include a title, name of the SIG that produced the product, the date and the information contained in Attachment B.

Press Policy for Collaborative Documents

The SIG portal pages allow ACT and IAC members to view and collaborate on documents that are “in progress” but not finalized or vetted for distribution by the proper ACT-IAC channels. IAC has member companies that are part of the media. Because we do not

want to limit participation by these companies and welcome their input on draft documents, the following guidelines have been established regarding the attribution policy for SIG documents:

- Final SIG documents which are documents that have completed the vetting process will appear on the SIG page as well as in the Knowledge Bank of the www.actgov.org portal. These documents may be used “for attribution”.
- Documents in draft form, or ‘in progress’ are only viewable to SIG members in the SIG Work Area and have not been published to the open part of the www.actgov.org portal. These documents are not to be referenced by the media as they are “not for attribution”.

Distribution of SIG Products

White papers, issue papers and other documents produced by the SIG that are not yet final shall only be available to those parties working on the documents. Once the work product has been finalized and gone through the approval process, it will be available to the public via the ACT-IAC web portal and through other distribution channels as appropriate.

8.5. SIG Budget and Event Finances

SIGs MUST operate on a cost-neutral basis. All volunteers of the SIG should be made aware of this policy. Any SIG or SIG committee related events which incur costs must recover those costs by charging a registration fee.

SIG meetings are generally carried out in a member-company or ACT-IAC facility to reduce expenses. In the event that a SIG or a SIG committee wishes to conduct an event that requires a financial commitment, that event must generate sufficient revenues to cover all expenses and make a contribution of at least 15% to ACT-IAC overhead costs. Events which will require financial commitments on behalf of the organization must be vetted and cleared through the SIG Chair and Vice Chair before the ACT-IAC staff will move forward with the execution of the event. Exceptions to this policy must be reviewed by the SIG Chair and Vice Chair and presented to the Vice Chair at Large who will discuss and approve it in consultation with the ACT-IAC Executive Director. Only the IAC Executive Director may enter into contracts or otherwise commit the organization financially.

9. Interaction Guidelines – Other SIGs, Committees, and Organizations

9.1. Coordination between and among SIGs

Guidance

This section delineates how SIGs coordinate with each other and with program committees for interaction with federal officials. To manage coordination:

- Determine if there is any overlap between the SIGs. If overlap exists, proceed with the defined conflict resolution process.
- Communicate with the ACT-IAC Office
- Avoid date conflicts (via effective communication in the iAction Newsletter, on the online calendar, etc.)

Clearing Scope Issues between SIGs

The best way to clear scope issues is to try to prevent them before they occur.

1. **Committee or Task Force Creation:** *Before new committees are created, make sure a similar committee doesn't already exist.*
A SIG Chair must notify the Vice Chair at Large before creating or permitting formation of any new committee or task force for that SIG. The Vice Chair at Large will determine if a similar committee or task force already exists as part of another SIG. If a similar committee or task force does not already exist, the Vice Chair at Large will inform the SIG Chair to proceed with the plans to create a new committee or task force.
2. **Annual Review of SIG Committee Structures:** Conduct annual reviews of each SIG's committee structure to identify potential conflicts before they become an issue.
3. **Program Evaluation and Coordination:** Before planning a program or working on a SIG work-product, the SIG Vice Chair must determine whether a conflict might exist with another SIG AND how to involve the other SIGs in the program or work product, as appropriate..

9.2. Interaction with the IAC Program Committee

Build Information Sharing into Program Committee Structure

The Program Committee should have representation from each SIG so that program information can be shared and scope issues can be avoided. In the best case scenario, each SIG would inform the Program Committee of its planned programs in advance and, in turn, the Program Committee would notify the SIGs of any planned programs in advance. If information is not shared in advance, scope conflicts are difficult to avoid.

Collaboration & Optimization

The Program Committee should not purposefully plan events that pertain directly with a SIG's subject matter without communicating with that SIG Chair in advance. For example, the Program Committee should not plan a SOA-related event without talking with the ET SIG's SOA Committee in advance. This is important not only to organizational harmony, but also to making sure the event achieves its greatest potential. Moreover, individual SIG committees may be able to help the Program Committee with the event, help guarantee speakers, etc.

Scope Issue Resolution

Given the volunteer nature of the organization and the consequent lack of time to share program information, scope conflicts may still arise. If they do arise, “black and white” resolutions may not exist. The same resolution process that is used for scope issues between SIGs should also be used for scope issues between a SIG and the Program Committee, with the exception that the IAC Executive Vice-Chair at Large should make the ultimate decision ([see § 9.4: Scope Issue Resolution Process Chart](#)).

9.3. Co-Sponsoring Events with Other Organizations

Neither ACT nor IAC co-sponsors/co-hosts events with “for-profit” organizations. ACT and IAC do not co-sponsor events with other non-profit organizations except ACT Member Councils. ACT and IAC may co-sponsor events with government entities.

To receive consideration, a request should be made to the Vice Chair at Large who will review the event in partnership with the ACT-IAC Executive Director prior to deciding.

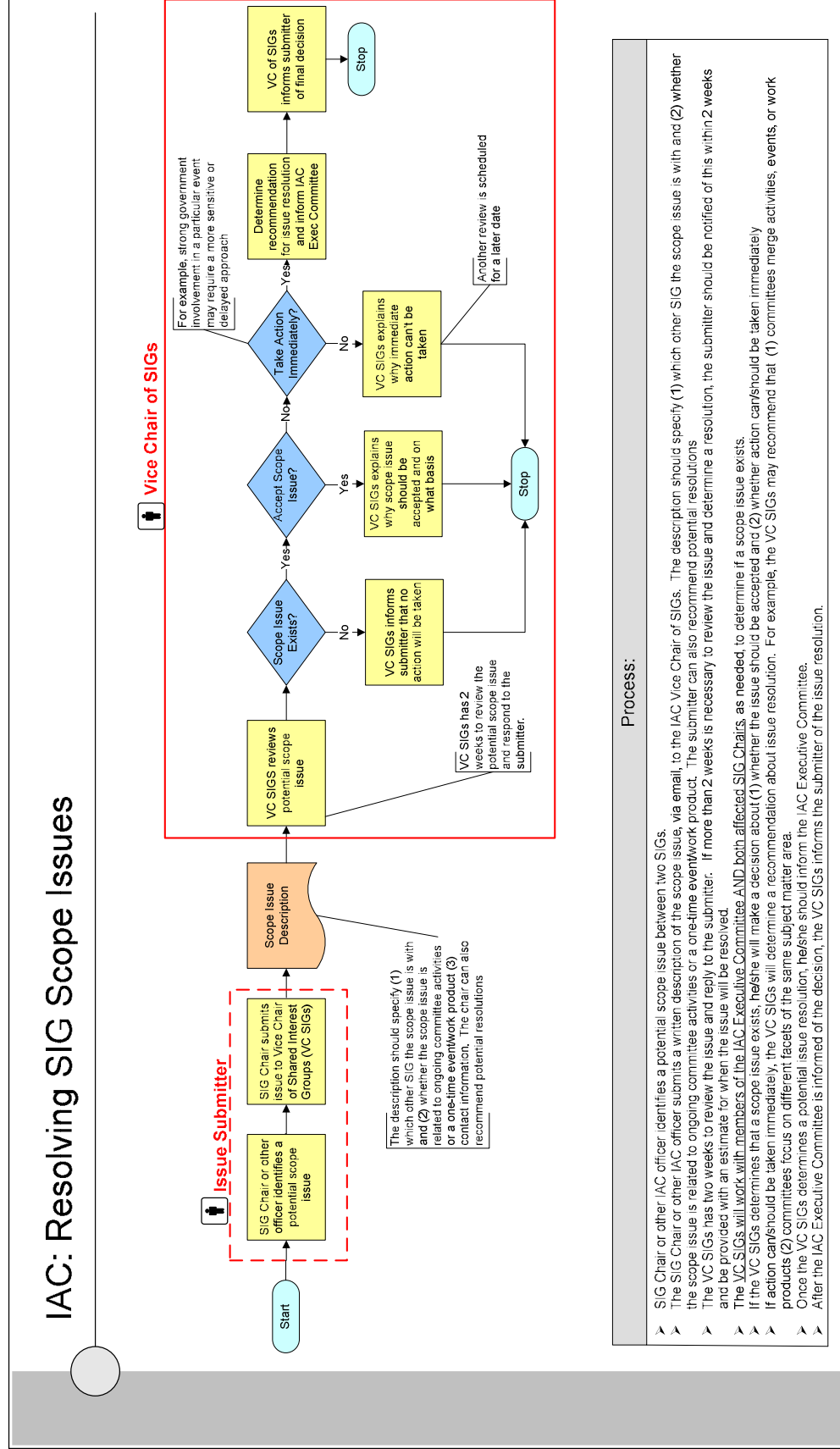
9.4. Support of government Industry Days

On occasion government agencies may ask for IAC’s assistance in conducting “industry days” or other events whereby government executives can brief (or solicit input from) industry executives. It is the policy of IAC to support and assist with these events whenever possible as follows:

- The agency shall pay all expenses associated with room rental, refreshments etc;
- IAC shall promote the event to its membership;
- IAC shall provide online registration and on-site registration support;
- IAC shall generally not charge an agency for these services but may seek to do so where appropriate.

IAC support of these events is contingent upon the availability of ACT-IAC staff. A decision regarding IAC support in a particular event shall be the responsibility of the Executive Director, subject to review by the Executive Committee. Exceptions to this policy made are approved by the Executive Director when deemed to be in the best interests of the organization and its members.

9.5. Scope Issue Resolution Process Chart:



10. SIG Communications, Member Lists, and the iAction Newsletter

10.1. General Guidance

ACT-IAC does not sell or share its member lists with any individuals or organizations. ACT-IAC will send emails of general interest to its broad membership on behalf of the SIGs. The ACT-IAC office will have full discretion designating what is of general interest to the membership. A SIG's email list is managed through the ACT-IAC portal with input and assistance from a SIG's leadership team. In general, the:

- List of SIG members is kept by the ACT-IAC Office and maintained by the SIGs.
- The SIG leadership has the right to send emails to their own SIG via the IAC website. Once the email is typed on the IAC web, the SIG leader submits the message to the ACT-IAC Office for final approval and distribution within 24 hours.
- The SIG leaders should **NOT** ask the ACT-IAC Office to send emails to other SIGs or the entire IAC membership—instead; they can: (a) make sure the event is posted on the online calendar (b) submit the event for the monthly iAction Newsletter (c) send an email directly to the other SIG chairs to alert them of the event and/or (d) send the event notice/announcement directly to another SIG Chair/ Vice Chair so they can distribute it.

10.2. Keeping Your SIG's ACT-IAC Portal Page Current)

Each SIG should designate someone, usually the SIG Chair, Vice Chair, or designated Communications Officer, to work with the ACT-IAC staff to keep the SIG's portal page up to date. The ACT-IAC Shared Interest Groups staff contact will then have one point of contact in the SIG for questions and action items related to updating the portal page and communicating with SIG members. There are also many SIG portal actions that can be done by SIG leaders and members to eliminate the need to wait for an ACT-IAC staff member to help. Below is a brief list of common **SIG portal actions and the person who can complete them:**

- Contribute to and update of the public SIG webpage: *ACT-IAC Staff, SIG Chair, SIG Communications Chair*
- Change or post a document to another part of the portal: *ACT-IAC Staff*
- Contribute to the SIG Work Area webpage: *All SIG members have the ability to do this on their own*
- Post an upcoming meeting on the SIG public calendar: *SIG Chair, SIG Communications Chair*
- Create an online meeting registration link for a SIG meeting: *ACT-IAC Staff*
- Submit an email to be sent to SIG members: *SIG leaders or designated Communications Officers send the notice to ACT-IAC Staff for distribution*
- Add an IAC member to a SIG list (or remove): *SIG leaders or designated Communications Officers forward request to ACT-IAC staff or advise requestor of the process to join a SIG/Committee*

- Troubleshoot and fix errors appearing on a SIG portal page: *ACT-IAC Communications Manager*

SIG Chairs and Communications Officers should contact Shared Interest Groups staff contact when planning any SIG meeting, in order to coordinate schedules, have an online meeting registration link created, and plan to invite the SIG members to the meeting. Contact either the ACT-IAC Communications Manager or the Shared Interest Groups staff contact at any time to request changes to the SIG portal page or report errors that are appearing. The Communications Manager and SIG staff contact are also available to train SIG Chairs and Communications Officers on using the portal features that are available to them.

10.3. Portal Features

There are many portal features available to SIG Chairs, Committee Chairs, and their designees.

The iACTion Newsletter

The *iACTion Newsletter* is distributed bimonthly in accordance with each Membership Meeting and includes articles about recent organizational highlights, calls for volunteers, announcements, and other current events. As each distribution date approaches, ACT-IAC staff may request items from each SIG to be included. Both the iACTion Newsletter and the iACTion Planner are distributed to all IAC members and ACT affiliates.

Highlighting Your SIG's Event or Announcement in the iACTion Newsletter

At least one week prior to distribution of each iACTion Newsletter, the ACT-IAC Communications Manager will email SIG Chairs and Communications Chairs a request for items to be included. These items may include a description of a recent or upcoming event, an announcement of a white paper or other publication, a call for volunteers for a new project, and other news of interest to all IAC members. Submissions should be written in full and returned to the Communications Manager by the deadline provided, usually the Friday before the next IAC Membership Meeting.

Including Your SIG's Upcoming Meeting in the iACTion Planner

At least one week prior to distribution of each iACTion Planner, the ACT-IAC Communications Manager will email SIG Chairs and Communications Chairs a request for upcoming meetings to be included in the iACTion Planner. These items may include any meeting in the coming month that the SIG would like to have announced to IAC members. Meeting details including date, time, location, and RSVP information should be provided to the Communications Manager by the deadline provided, usually the end of the month before the next Planner is due to be distributed.

A joint effort is made by the ACT-IAC Communications Manager and the Manager, Shared Interest Groups to ensure that all relevant meetings are included, but occasionally some meetings may be missed if they have not been posted on a SIG calendar, or the

SIG has not yet made the ACT-IAC staff aware of the meeting, or the deadline has passed and the publication has already been finalized for distribution. It is very important to communicate with the ACT-IAC staff about upcoming meetings to ensure proper coordination and all relevant announcements.

If Your SIG's Announcement is Missed

If an announcement from your SIG is not included in the iACTion Newsletter or iACTion Planner for any reason, a separate email can always be sent to your SIG members. This can be done through the "Communications" area on the SIG portal page. Contact the Manager, Shared Interest Groups for more information.

All IAC SIG events and meetings, unless otherwise noted at the beginning of the event/meeting, are off the record and not for attribution. The SIG leadership should know and communicate this policy at the beginning of each meeting and should also communicate this policy to any speakers prior to the event. Any member of the press found in violation of this policy will no longer be allowed to attend IAC SIG events and meetings.

If a member of the press asks an IAC member for a quote, the member can respond according to his/her own comfort level. If the member does not feel comfortable responding, he/she can refer the press to the ACT-IAC Office. Irrespective of whether the member responds to the press, he/she should call the IAC Communications Staff member to ensure that IAC is at least aware of the press activity.

11. Shared Interest Groups and the Press

11.1. Common SIG - Press Interactions

ACT-IAC is a premier organization in government technology and the organization's activities are followed closely by many members of the press. The SIGs are integral to ACT-IAC operations and their activities are often covered in the media. The SIGs are also seen by the media as a source of experts in certain technology and management topics, and SIG leaders may be contacted at times for their comments on current events in government technology.

The ACT-IAC Communications Manager is responsible for working with members of the press on behalf of ACT and IAC, and is available to assist SIG Chairs and members in working with the press whenever necessary. The following are common interactions between SIGs and the media:

- Coverage of SIG Events: SIG's often host speakers or events of interest to the IT community at large, which are often covered by reporters. The ACT-IAC speaker press policy is available on the portal in a variety of places, and reporters are made aware of the policy prior to attending ACT-IAC events. Generally, speakers are off the record during any SIG meeting, but reporters may attend and later ask the speaker to go on the record for specific quotes following the presentation.

- Coverage of SIG Publications: In general, when any SIG produces a white paper or other findings, a press release about the publication will be distributed to the ACT-IAC media list. Reporters may then cover the press release or call the relevant parties for quotes or additional information.
- Coverage of ACT-IAC Leadership: Whenever new leaders are elected to ACT-IAC posts, a press release is distributed. These announcements are almost always covered in the trade media. They typically provide a limited amount of information such as the leaders' names and company affiliations.
- SIG's as "Expert Sources": Members of the press see the SIGs as a source of knowledgeable people on a variety of topics, and often contact the organization for help in finding an "expert" to speak with about a given topic or current event. In this situation, the ACT-IAC Communications Manager will contact the SIG Chair to find out if he or she would be willing to speak with the reporter, or if another person might be a better choice. It is always up to the individual whether or not they want to participate, and the Communications Manager is always available to connect reporters with the relevant people and serve as a liaison. In general, it is good for ACT-IAC to be seen as a source of experts on these topics and to provide knowledgeable contacts, but there is no obligation for anyone to participate.

11.2. If You are Contacted by a Member of the Press

If you are contacted directly by a member of the press, it is your choice whether to speak with them or not. You should notify the Communications Manager if you are contacted by any member of the press in order to keep track of what, if anything, is published. If you would like guidelines for representing ACT and IAC with the media, depending on what the topic is, you can contact the Communications Manager for assistance. If you would rather not speak with the press, you should contact the Communications Manager to discuss whether it would be appropriate for another individual to speak to the particular topic in question. The Communications Manager will serve as a liaison between the media and the individual who may be willing to speak with the press.

11.3. If You Do Not Want to be Included in ACT-IAC Media Announcements

If for any reason a SIG Chair or member does not want to be included in ACT-IAC media announcements, he or she should contact the ACT-IAC Communications Manager. Press releases distributed by ACT-IAC will generally only include basic information about new leaders, such as name and company affiliation. Releases about specific events or programs may include more information or quotes relevant to the SIG Chair or member who is involved with the particular event. If a reporter contacts you directly about an ACT-IAC event or for expert knowledge of a specific topic related to your SIG, it is up to you whether or not you speak with him or her. If you are unsure about the reporter's objective or uncomfortable for any reason, contact the ACT-IAC Communications Manager.

11.4. *If Your SIG Has a Problem with Coverage in a Trade or Other Publication*

If you see an inaccurate article or announcement related to your SIG, or an article that will require some type of correction or clarification, the ACT-IAC Communications Manager is available to speak with the relevant reporter or publication about the piece and work to have a correction or clarification published. If you have a problem with an article that has already been published, the Communications Manager can clarify the ACT-IAC press policy, contact the publication for any possible correction, and plan for future procedures to ensure open communication on all sides. It is a good idea to be proactive before any speakers or events your SIG is hosting and make sure that all relevant parties are aware of the press policy. Contact the ACT-IAC Communications Manager for more information.

11.5. *If You Want to Generate Media Interest in Your SIG's Program*

If your SIG is working on something that may be of interest to the larger government technology community and to the media, the ACT-IAC Communications Manager can assist in working with the relevant members of the press. Common examples of this include white papers, large events, notable speakers, and other new or unique projects.

12. Awards

A SIG may wish to recognize achievement in their specific interest group area. The Vice Chair at Large, in consultation with the ACT-IAC Executive Director and the IAC EC must review the Award Program prior to the announcement of the award program. Public relations for the event must be coordinated with the ACT-IAC Office. Such awards program ideas must be submitted in a proposal that includes the following:

- Award designation
- Process for soliciting nominees which is inclusive of all IAC member companies or all agencies (if the award for government employees)
- Criteria for selecting awardees
- Process for selecting awardees which is inclusive of multiple IAC members
- Plan for presenting the award (i.e., PR for the event, location for the event, actual award item)
- A budget for any expenditure, either for the award items or for the event. The budget should be developed in consultation with the ACT-IAC Office and must cover all its expenses through soliciting sponsorships or charging a registration fee
- A project timeline

SIGs may not co-sponsor or co-host an award with a for-profit entity or with another organization other than an ACT member Council. As of November 2009, ACT member councils include AFFIRM, High Performance Computing Council, NCC-AIIM, Systems and Software Consortium. Please check with the ACT-IAC Office for a list of current ACT member Councils.

13. Working with the Legislative Branch of Government

IAC is a non-profit, non-partisan organization. IAC does not engage in lobbying activities. To avoid inadvertently becoming a tool in a partisan debate, if a SIG is contacted by a Member of Congress or a Congressional Staffer, the SIG should notify the ACT-IAC Executive Director immediately. Use of the IAC List by any Government Entity must comply with the provisions of the ACT-IAC Membership List Usage Agreement.

14. DOCUMENT GLOSSARY

Acronym/ Term	Definition/ Description
CTO	Chief Technology Officer
EC	IAC Executive Committee
ED	Executive Director
ELC	Executive Leadership Conference
IAC	Industry Advisory Council
MOC	Management of Change Conference
GAP	Government Advisory Panel
SIG	Shared Interest Group
SIG Leadership	All SIG Chairs and Vice Chairs
SIG Officers	Officers of a Particular SIG
SME	Subject Matter Expert

15. ATTACHMENT A - LEADERSHIP CODE OF CONDUCT

The following code of conduct shall be provided to individuals seeking a leadership position within ACT or IAC. By agreeing to run for election, or be appointed to a leadership position, such individuals shall indicate their willingness to comply with this code of conduct.

15.1. Accountability

- Read and faithfully abide by the articles of incorporation, bylaws and policies of IAC.
- Carefully prepare for, regularly attend, and actively participate in meetings and committee assignments.
- Exercise reasonable care, good faith and due diligence in governing and managing the SIG's affairs.
- Fully disclose, at the earliest opportunity, information of fact that would be relevant to issues that are or should be before the ACT Board or IAC EC.
- Demonstrate prudent fiscal management and be accountable to association members, the leadership and, where applicable, to government and other funding bodies.
- Make judgments always on the basis of what is best for the organization as a whole.
- Ensure that the organization, its programs and my activities are consistent with the ACT-IAC mission to assist government in the effective use of information technology.

15.2. Professional Excellence – Integrity

- Act in a professional and ethical manner when performing the responsibilities of my position and as a representative of IAC.
- Avoid taking any actions that may create an actual or perceived conflict of interest and fully disclose, at the earliest opportunity, information that may create the appearance of such a conflict.
- Comply with all applicable ethics rules and regulations and take steps to ensure that government employees, IAC and I are not placed in an unethical or compromising position.

15.3. Personal Gain

- Exercise the powers vested in my position for the good of IAC and avoid using my position for personal benefit or gain.

15.4. Equal Opportunity – Diversity – Inclusiveness

- Ensure the right of all members to access benefits and services without discrimination on the basis of culture, geography, political, religious, or socio-economic aspects.
- Ensure the right of all members to access benefits and services without discrimination on the basis of IAC's volunteer or ACT-IAC staff make-up in respect to gender, sexual orientation, national origin, race, religion, age, political affiliation or disability, in accordance with all applicable legal and regulatory requirements.

- Ensure that IAC's activities are transparent in operation and open to all interested parties in a fair and objective manner.

15.5. Confidential Information

- Respect the confidentiality of sensitive information acquired during the performance of responsibilities as an ACT-IAC leader.
- To maintain the confidential nature of board deliberations and to avoid acting as spokesperson for the board unless specifically authorized to do.

15.6. Collaboration and Cooperation

- Respect the diversity of opinions as expressed or acted upon by IAC's EC, committees, membership and ACT-IAC staff.
- To share opinions openly and in a respectful manner during deliberations. To vote according to one's individual conviction, to challenge the judgment of others when necessary; yet to be willing to support the decision of the IAC EC and work with IAC ED members in a spirit of cooperation. To recognize that only the Chair of the IAC, or a person expressly designated by the Chair, shall express the official policy and positions of the IAC.
- Promote collaboration, cooperation and partnership among the organization's members.
- Support the executive director and ACT-IAC staff in the performance of their responsibilities.
- Recognize that ACT-IAC is a partnership and be an effective member of the team to strengthen that partnership.

16. ATTACHMENT B – TEMPLATE FOR PUBLICATION OF WHITEPAPERS

WHITE PAPER TITLE:

Shared Interest Group (SIG): _____

Date Released: _____

SYNOPSIS [Not to exceed 100 words]

The following White Paper addresses [state the purpose, issues and how the recommendations will satisfy or otherwise best resolve the issues raised.]

American Council for Technology/Industry Advisory Council

The American Council for Technology (ACT) is a non-profit educational organization established in 1979 to assist government in acquiring and using information technology resources effectively. In 1989 ACT established the Industry Advisory Council (IAC) to bring industry and government executives together to collaborate on IT issues of interest to the government. In 1997 ACT established the Intergovernmental Advisory Board (IAB) to foster communication and collaboration between IT executives at all levels of federal service – Federal, state, local and tribal governments.

The American Council for Technology, in cooperation with the Industry Advisory Council and Intergovernmental Advisory Board, is a unique, public/private partnership dedicated to helping government use technology to serve the public. The purposes of the organization are to communicate, educate, inform, and collaborate. ACT also works to promote the profession of public IT management. ACT and IAC offer a wide range of programs to accomplish these purposes.

SYNOPSIS [Not to exceed 100 words]

The following White Paper addresses [state the purpose, issues and how the recommendations will satisfy or otherwise best resolve the issues raised.]

ACT and IAC welcome the participation of all public and private organizations committed to improving the delivery of public services through the effective and efficient use of information technology. For membership and other information, visit the ACT-IAC website at www.actgov.org

[NAME] Shared Interest Group

[This would be a description of the SIG or other group that prepared the white paper]

Disclaimer

This document has been prepared to provide information regarding a specific issue. This document does not – nor is it intended to – take a position on any specific course of action or proposal. This document does not – and is not intended to – endorse or recommend any specific technology, product or vendor. The views expressed in this document do not necessarily represent the official

views of the individuals and organizations who participated in its development. Every effort has been made to present accurate and reliable information in this report. However, ACT-IAC assumes no responsibility for consequences resulting from the use of the information herein.

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Further Information

For further information, contact the American Council for Technology and Industry Advisory Council at (703) 208-4800 or www.actgov.org

Suggested Content

1. Purpose: [Provide the reader with a statement of the issues and the desired outcome to resolve the issues.]
2. Background: [Provide the reader with the history of relevant factual information to establish the context for the issues.]
3. Discussion: [Discuss the, the positions of various constituents and cite authoritative sources for both sides of each issue.]
4. Analysis of Options: [Identify the Status Quo, Options 1 ...n and the cost/benefits/timelines or other appropriate metrics for each of the options.]
5. Recommendations: [Provide the reader with the recommendation that best addresses and resolves the issues.]
6. Impact Statement: [Identify what will occur if the recommendations are not taken.]
7. References: [Provide the author, source, date and other identifying element.]
8. Appendices: [A listing of documents that are referenced to in any of the above areas for the reader to gain additional insight to the issue resolution process described in the White Paper.]

Author(s) & Affiliations: _____

17. ATTACHMENT C - GUIDELINES FOR WORKING WITH GOVERNMENT ENTITIES

Non-profit associations, such as IAC, must avoid certain lobbying activities in order not to jeopardize their tax-exempt status. Also, associations that focus on governmental issues must avoid activities that could violate the Federal Advisory Committee Act or similar state or local laws. The following guidelines should be followed in most situations. Legal counsel should be consulted if there is any doubt about how to proceed. The association, its committees, and its other constituent groups (including individual association members when acting as agents of the association):

- Must not be “established” or “utilized” by an executive agency of the federal government. A group is “utilized” if an agency looks to it as a preferred source from which to obtain advice or recommendations on a specific issue or policy.
- Should not provide advice, opinions, or recommendations from the group acting in a collective mode. Instead, differing views should be presented for review by audience.
- May provide information and viewpoints from individual participants.
- Should assure that a wide range of viewpoints is represented on every issue.
- Should assure that a group’s composition is not static over time.
- Should not contact or urge the public to contact members of a legislative body for the purpose of proposing, supporting, or opposing legislation or any other legislative action by Congress or by any state or local legislative body.
- Should not advocate the adoption or rejection of legislation or any other legislative action.
- Should not participate in or intervene in any political campaign on behalf of or in opposition to any candidate for public office.
- May participate in the nonpartisan analysis, study, or research of matters pertaining to legislation if it is strictly educational and does not constitute an attempt to influence legislation.
- The association must not advocate the adoption or rejection of legislation.
- All materials must be available to the public.
- May not appear before a legislative committee except in response to an official request for testimony.

Prepared by Carl J. Peckinpaugh, January 31, 2003. For more detailed guidance, see 26 CFR § 1.501(c)(3)-1, available at <http://www.access.gpo.gov/nara/cfr>; Kindell, J. & J. Reilly, *Lobbying Issues*, available at <http://www.irs.gov/pub/irs-tege/topic-p.pdf>; Federal Advisory Committee Act Final Rule, 66 Federal Register 37727 (July 19, 2001); General Services Administration, *When FACA Is and Is Not Applicable to Interactions with the Private Sector* (November 15, 2002), both available at <http://www.gsa.gov>.

18. ATTACHMENT D – ANNUAL SIG CALENDAR

ANNUAL SIG CALENDAR

Site/ Timeframe*	Activity
Mid-Nov – Mid Jan	SIG Leadership will recommend GAP participants for coming year.
End of February	SIG plans due to IAC EC, ACT Board of Directors and Government Advisory Panel for review
January – June	SIGs participate in MOC as appropriate
January – October	SIGs implement plans
January – October	SIGs participate in ELC
June 1	SIGs provide update to IAC EC, ACT Board and GAP
August 15	Executive Advisory Panel established (representatives from ACT Board, CIO Council, academia and agencies)
September 1	EAP provides recommendations regarding SIG structure and issues for coming year
September 15	SIGs provide update to IAC EC and ACT Board; Proposed SIG structure sent to key government counterparts for review
October 1	Meeting held with SIG Chairs to discuss proposed structure and issues
October 1	Each SIG issues a final report describing (1) accomplishments and products for the past year (2) recommendations regarding issues for the coming year
October 14	SIG structure for coming year finalized by IAC EC
End of October	SIGs participate in ELC / SIG structure for coming year announced during ELC
2 nd Monday after ELC	Call of nominations for SIG leadership positions
3 rd Friday in November	Nominations deadline
December 1 – 15	SIG election meetings take place
January 1	Elected SIG Chairs and Vice Chairs are announced

*These are approximate dates and timeframes.

19. ATTACHMENT E – EXAMPLE SIG STRATEGIC GOALS

IAC Strategic Goals	Measurement	Mapped SIG Goal*
Broaden government involvement in ACT-IAC activities	<ul style="list-style-type: none"> • # of govt. attendees at meetings • # of GAP Representatives • # of govt. attendees at conferences 	<ul style="list-style-type: none"> • Have at least one GAP representative attend each monthly meeting
Improve and broaden communications with IAC membership and government	<ul style="list-style-type: none"> • Improved web-site capabilities measured via “customer” satisfaction survey • Cross-pollination communications with other professional associations such as WIT • Event and announcement Inclusion on govt. newsletters, etc. 	<ul style="list-style-type: none"> • Increased usage of SIG’s collaborative site on the ACT-IAC portal.
Help government understand emerging technologies, such as IPV6	<ul style="list-style-type: none"> • # of events focused on emerging technologies 	
Help government develop procurement strategies for IT based on industry expertise (e.g., before you buy “xyz” system, consider the following)	<ul style="list-style-type: none"> • # of events focusing on lessons learned from actual implementations and what implementers as well as procurement officers should be on the “lookout” for. 	
Make it easier for people who are part of member organizations to join IAC	<ul style="list-style-type: none"> • % increase of new members 	<ul style="list-style-type: none"> • Designate SIG POC for new membership requests
Help government identify people- and process-related implementation risks and solutions	<ul style="list-style-type: none"> • # of events that focus on people, process, & change management components of an IT implementation • # of work products that focus on people, process, & change management components of an IT implementation 	<ul style="list-style-type: none"> • Have at least one event during the year that focuses on the people aspects of a technology • Make sure that panel discussions do not only focus on the raw technology.

* Depending on the nature of the SIG, it may not be possible to map to each overarching IAC goal.